

# ANNUAL REPORT TO CITIZENS

A PUBLICATION OF CHESTERFIELD COUNTY, VIRGINIA

Direct all correspondence to Department of Public Affairs, P.O. Box 40, Chesterfield, Va. 23832, or call (804) 748-1161

JANUARY  
2006



**C**hesterfield County is committed to serving its residents and meeting their needs by using its seven strategic goals as the foundation for continuous improvement.

In 2005, this resulted in many successes, including the county's selection as one of the "100 Best Communities for Young People" by America's Promise; improved customer service (center); (clockwise) assistance in Gulf Coast recovery efforts; capital projects including a replacement jail and the new Community Development Customer Service Center; ISO 14001 certification that recognized the county's Environmental Management Program; administering more than 2,600 flu shots during a "drive-through" clinic; Northrop Grumman's investment of \$250 million and 700 new jobs in the Meadowville Technology Park; and the development of the fire-training portion of the Public Safety Training Center at Enon to enhance the capabilities of public-safety personnel.

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### Bermuda District

**Supervisor** — R.M. “Dickie” King, Jr., Chairman  
P.O. Box 40, Chesterfield, Va. 23832  
*Voice mail: 768-7398; Fax: 717-6297; e-mail: kingd@chesterfield.gov*  
**Planning Commissioner** — Jack Wilson  
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*Business: 788-7342*  
**School Board Member** — Marshall W. Trammell Jr.  
P.O. Box 10, Chesterfield, Va. 23832  
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### Clover Hill District

**Supervisor** — Arthur S. Warren  
P.O. Box 40, Chesterfield, Va. 23832  
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**Planning Commissioner** — Russell J. Gulley  
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**School Board Member** — Dianne Pettitt  
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### Dale District

**Supervisor** — Kelly E. Miller, Vice Chairman  
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**Planning Commissioner** — Sherman Litton  
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**School Board Member** — Elizabeth B. Davis  
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### Matoaca District

**Supervisor** — Renny Bush Humphrey  
P.O. Box 40, Chesterfield, Va. 23832  
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**Planning Commissioner** — Wayne Bass  
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**School Board Member** — Thomas Doland  
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### Leadership Group

Lane B. Ramsey, County Administrator  
Brad Hammer, Deputy County Administrator  
Jay Stegmaier, Deputy County Administrator  
Pete Stith, Deputy County Administrator  
Marilyn Cole, Assistant County Administrator  
Carl Baker, Police Chief  
Becky Dickson, Dir., Budget and Management  
Karla Gerner, Dir., Human Resource Management  
Don Kappel, Dir., Public Affairs  
Paul W. Mauger, Chief, Fire and EMS  
Steve Micas, County Attorney

### Constitutional Officers

Joe Horbal, Commissioner of the Revenue  
Richard Cordle, Treasurer  
Billy Davenport, Commonwealth’s Attorney  
Clarence Williams Jr., Sheriff  
Judy Worthington, Circuit Court Clerk

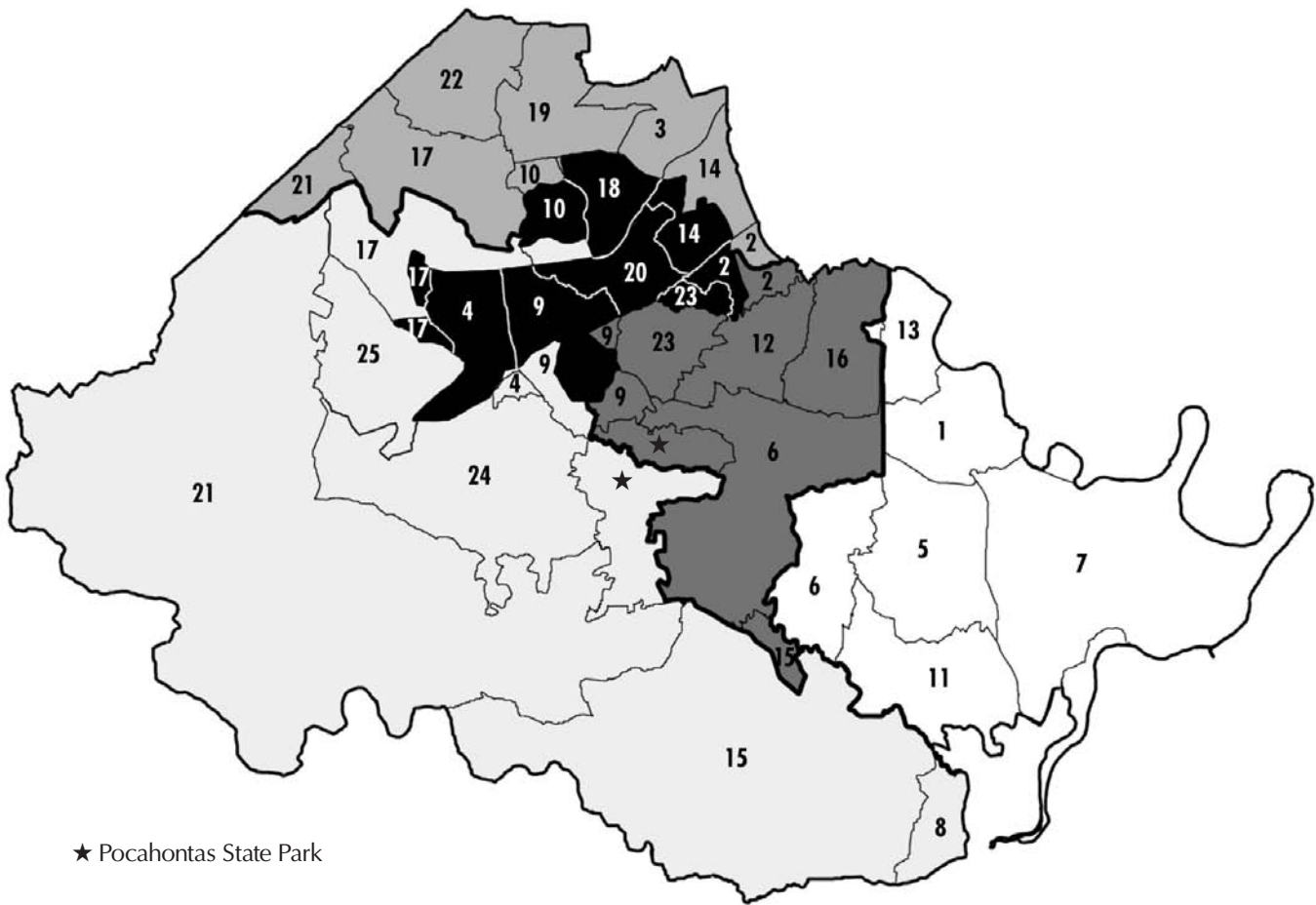


### Midlothian District

**Supervisor** — Edward B. Barber  
P.O. Box 40, Chesterfield, Va. 23832  
*Voice mail: 768-7397; Fax: 717-6297; e-mail: barbereg@chesterfield.gov*  
**Planning Commissioner** — Daniel Gecker  
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**School Board Member** — Dr. James Schroeder  
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Chesterfield County is governed by a five-member Board of Supervisors elected by district. The board appoints a county administrator, who directs the county’s day-to-day operations.

## Chesterfield County Communities and Districts



### Communities

- |                      |                    |
|----------------------|--------------------|
| 1. Bellwood          | 14. Manchester     |
| 2. Belmont           | 15. Matoaca        |
| 3. Bon Air           | 16. Meadowbrook    |
| 4. Brandermill       | 17. Midlothian     |
| 5. Chester           | 18. Reams          |
| 6. Courthouse        | 19. Robious        |
| 7. Enon              | 20. Rockwood       |
| 8. Ettrick           | 21. Rural          |
| 9. Genito            | 22. Salisbury      |
| 10. Gordon           | 23. South Rockwood |
| 11. Harrowgate       | 24. Spring Run     |
| 12. Hening           | 25. Woodlake       |
| 13. Jeff Davis North |                    |

### Districts

- |  |             |
|--|-------------|
|  | Bermuda     |
|  | Clover Hill |
|  | Dale        |
|  | Matoaca     |
|  | Midlothian  |



# COMMITMENT TO IMPROVEMENT CONTINUES IN 2006

As an organization, Chesterfield County government is committed to continuous improvement — to never resting on our laurels. We work each day to best serve the needs of Chesterfield County residents, businesses and visitors. In 2005, we saw the fruits of years of preparation in the Meadowville Technology Park, as Northrop



Lane B. Ramsey

Grumman announced it would locate a facility there, with an investment of \$250 million and the creation of about 700 new jobs. We anticipate that other high-tech companies will follow Northrop Grumman's lead as the technology park matures.

In 2005, the county became only the second locality in the nation to earn ISO 14001 certification from the International Standardization Organization. The certification recognizes the county's Fleet Management Division's Environmental Management Program.

America's Promise, a national organization founded by Gen. Colin Powell, selected Chesterfield County as one of the "100 Best Communities for Young People" in the nation, based on numerous quality-of-life criteria.

The Virginia Municipal League awarded Chesterfield County its highest recognition, the President's Award, for

our Talent Management program. We are developing leaders in our organization and training our employees to provide world-class customer service through our own "corporate" school, Chesterfield University.

We helped fellow Americans in the Gulf Coast region after the devastation of Hurricane Katrina, sending county staff from several departments, along with specialized equipment, to assist with the recovery effort there.

What kind of year 2006 will be depends, in large measure, on the things we have done to prepare for it. That is as true for an organization as it is for an individual making New Year's resolutions.

As I contemplate the new year, I look forward to many things that I know will build on past successes. We will open the new Community Development building, consolidating offices and making it easier for customers to transact much of their business with the county in one building. This building, including its surrounding area, was recognized by the U.S. Green Building Council in 2005 for the manner in which its design and operation protect the environment while being energy efficient.

The replacement jail will open in March, providing a much safer environment for inmates, staff and visitors. It meets all Virginia Department of Corrections requirements, eliminating many of the challenges that the Sheriff's Office has faced with an outdated facility.

Our Waste and Resource Recovery efforts will be consolidated in a new

center located at the Southern Area Transfer Station, making for more efficient operations and better customer service.

In October 2004, the county kicked off a major technology initiative for financial, human resource and payroll systems. This project, called In Focus, will go live in 2006 and it is one of the most significant internal projects ever undertaken by the county.

In the quality arena, the county will conduct its biennial Citizen Satisfaction Survey and Business Climate Survey in the spring of 2006. Survey input will be used to develop action plans to improve customer service in 2006.

Using federal Urban Area Security Initiative (Homeland Defense) grant funding, the county, along with Goochland, Hanover and Henrico counties and the city of Richmond, will install public-information radio systems by July 1, providing residents another way to receive vital information before, during and after disasters, whether natural or man-made. All of the localities are stressing the importance of households having battery-operated radios and spare batteries in case of power outages accompanying disaster situations.

On the public-safety front, the fire-training portion of the Public Safety Training Center at Enon will open in late summer or early fall, greatly enhancing the vital training capabilities needed by our public-safety personnel to keep them ready to respond to any challenge.

In 2005, the business-license tax

rate for doctors, lawyers and other professionals was 32 cents per \$100 of gross receipts. The 2006 rate has been reduced to 20 cents, a 37 percent decrease. Other changes include the Real Estate Tax Relief for the Elderly or Disabled Plan, which provides scaled reduction or elimination of the real-estate tax for elderly and permanently disabled homeowners. This need-based program has other components. For more information, please contact the Commissioner of the Revenue at 748-1281.

And, looking even further ahead, we are actively planning for Chesterfield 2007 events celebrating the 400th anniversary of the English settlers' arrival at Jamestown. Pocahontas, who married John Rolfe at the 1611 Citie of Henricus, is buried in Gravesend, England. The county recently established a "twinning" relationship with Gravesham, the borough in which Gravesend is located. The two communities are cooperating on developing Web-site content, print materials and other ways of maintaining this historic connection.

I know you join me in thanking all those who have helped to make 2005 a successful year for Chesterfield County — our residents, volunteers, businesses, elected officials, county staff and so many others, all working together to make Chesterfield County a truly FIRST CHOICE community. Together, we will make 2006 equally successful.

## STRATEGIC GOALS

1. To be exemplary stewards of the public trust and a model for excellence in government
2. To provide world-class customer service
3. To be known for extraordinary quality of life
4. To be the safest and most secure community
5. To be the employer of choice
6. To be the FIRST CHOICE business community
7. To be responsible protectors of the environment

## 2006 BOARD OF SUPERVISORS MEETING SCHEDULE

Wednesday, **Jan. 11**, at 4 p.m.

Wednesday, **Jan. 25**, at 3:30 p.m.

Wednesday, **Feb. 8**, at 3:30 p.m.

Wednesday, **Feb. 22**, at 3:30 p.m.

Monday, **March 6**, at 6 p.m.

Wednesday, **March 8**, at 3:30 p.m.

Wednesday, **March 22**, at 3:30 p.m.

Wednesday, **April 12**, at 3:30 p.m.

Wednesday, **April 26**, at 4 p.m.

Wednesday, **May 24**, at 4 p.m.

Wednesday, **June 28**, at 3 p.m.

Wednesday, **July 26**, at 3 p.m.

Wednesday, **Aug. 23**, at 3 p.m.

Wednesday, **Sept. 27**, at 4 p.m.

Wednesday, **Oct. 11**, at 4 p.m.

Wednesday, **Oct. 25**, at 4 p.m.

Wednesday, **Nov. 8**, at 4 p.m.

Tuesday, **Nov. 21**, at 4 p.m.

(due to the Thanksgiving holiday)

Wednesday, **Dec. 13** at 3:30 p.m.

### Special Meeting Dates for 2006

Special Budget Work Session – Monday, **March 6**, at 6 p.m.

Budget Public Hearing – Wednesday, **March 22**, at 7 p.m.

*Note: Meetings are held in the Public Meeting Room of the County Administration Building at 9901 Lori Road. Sessions typically begin at 4 p.m., except where noted, break at 5 p.m. for dinner, and then resume at 7 p.m. There may be additional summer meetings scheduled as deemed necessary.*

# COMMUNITY DEVELOPMENT

The departments of Community Development had numerous improvements in 2005 that continue to make Chesterfield County a FIRST CHOICE community for its residents.

In the fall of 2006, the county is scheduled to open the Community Development Customer Service Center Building. This three-story building will cover approximately 90,000 square feet and be home to the departments of Planning, Transportation, Community Development Block Grant, Building Inspection and Environmental Engineering, and the Fire and Life Safety Division.

The departments of Building Inspection, Environmental Engineering and Planning will locate specialized staff on the first floor in a customer-service area designed to provide convenient access to the many functions and activities of these departments. This design will enable customers to access a variety of community development services from a central location to include all permitting and zoning.

Major planning and marketing work will continue on the redevelopment of the Cloverleaf Mall site according to Tom Jacobson, director of revitalization.

Also, five-year improvement programs for the Jefferson Davis Highway corridor and the village of Ettrick have been prepared in cooperation with the residents and business leaders of those areas.

In conjunction with Chesterfield Alternatives, the Community Development Block Grant Department finished construction on the \$1.2 million Chester Psychiatric Rehabilitation Center.

CDBG also completed 43 affordable housing activities for low- to moderate-income persons and provided services to 4,582 low- to moderate-income youths.

Roy Covington was appointed director of the Department of Utilities on Dec. 17. Covington began his tenure with the county in 1984 as a principal utility engineer. He was promoted to assistant director in 1993.

The department also developed a comprehensive Environmental Management System, or EMS, for the Proctors Creek Wastewater Treatment Plant. The EMS defines environmental policies and establishes environmentally sound practices to prevent pollution. This effort resulted in the facility being recognized by the Virginia Department of Environmental Quality for achieving the requirements of an Exemplary Environmental Enterprise in the state's Environmental Excellence Program.

Proctors Creek is the first wastewater facility in the state to achieve this certification. This designation provides benefits such as reduced permit fees and reduced monitoring requirements.

The Transportation Department initiated the proactive zoning of a major portion of the Route 288 corridor around the 288-Route 60 interchange in

order to accelerate commercial and industrial growth in that part of the county.

Proposed road construction projects can be found on the Transportation Department's Web page. The Web page also has information about traffic volume on the primary and secondary roads in the county.

In mid-November, the Economic Development Department and Gov. Mark Warner announced that the state had signed an agreement with Northrop Grumman Corp. to outsource a significant portion of Virginia's information-technology services. The announcement included information about the economic benefits for Chesterfield County as Northrop Grumman and the Virginia Information Technology Agency decided to locate the project in the county's Meadowville Technology Park.

Jim Dunn, former director of the Economic Development Department, is the manager of the Meadowville Technology Park.

This project represents the largest single-investment ever announced for Chesterfield County. The total estimated capital investment for this project will exceed \$125 million in the first two years and \$250 million over the next ten years.

In late December, E. Wilson Davis Jr. was hired as the county's new director of Economic Development.



Davis began his new position with the county on January 30.

The Chesterfield County Board of Supervisors adopted an update to the Planning Department's Chester Plan in July. Major recommendations of the plan included historic preservation recommendations and implementation of a pedestrian network, as well as transportation improvements.

The Department of Building Inspection recognized a potential for improving the relative safety of residential decks after noticing a marked increase in incidents in other localities involving situations where decks collapsed with resulting injuries.

In conjunction with faculty at Virginia Tech, changes were made to the code requirements for deck construction to prevent these collapses in Virginia. Experts in the field of deck construction from the university presented training seminars attended by contractors, designers and code officials.

In addition, the department submitted proposed changes to the Virginia Uniform Statewide Building Code that resulted in the adoption of changes to the regulations that are now effective statewide.

# MANAGEMENT SERVICES

The county's Management Services departments provide operational support for all county and school functions.

According to Jay Stegmaier, deputy county administrator of Management Services, these departments support the front lines of county services, enabling police officers, firefighters, teachers, librarians and others to do what they do best, while reducing the burden of overhead costs.

In May, Jonathan Davis was hired to fill the vacancy as the county's director of Real Estate Assessments.

The department also developed a new customer service process designed to assure that responses to customer inquiries, received by phone, in person or by e-mail, are made within 24 hours.

The Purchasing Department achieved cost avoidances of more than \$890,000 last year. The department's Diversity Initiative

was awarded a National Association of Counties Achievement Award. The purpose of the program was to increase opportunities for participation by minority-owned businesses, female-owned businesses and businesses located in Chesterfield County in local government purchasing and contracting.

In the General Services Department, the Waste and Resource Recovery Division initiated an anti-litter education program in July. Data showed that this program had increased neighborhood cleanup projects by 50 percent, reduced litter in the community by 5,300 bags, or 160 tons of trash, and doubled the number of volunteer cleanup events.

Capital Projects Management, a division of General Services, has been working to complete construction on the replacement jail and the Community Development building. Both projects are scheduled to be completed this year.

In mid-October, the county held its second annual air show that was attended by approximately 20,000 spectators and aviation enthusiasts.

In 2005, the Risk Management Department's major focus was on loss prevention and safety. The department's efforts produced 200 Department of Motor Vehicles record checks per month, 46 playground inspections, 60 safety audits completed and 100 percent review of student accident reports.

As a result, accidents involving county vehicles have decreased, DMV violations are down, the number of worker-compensation incidents per 100 employees decreased 17 percent to 7.3 incidents.

The county's Internal Audit Department passed its quality assurance peer review for the years 2002-05 showing compliance with government audit standards. The department's staff served



on boards for the national and state Local Government Auditors associations as well as the Richmond chapter of the Institute of Internal Auditors.

The Information Systems Technology Department created an online-job-application system for the county's Human Resource Management Department. As of July, Chesterfield County only accepts job applications online at [careers.chesterfield.gov](http://careers.chesterfield.gov).

The IST Department also worked with Parks and Recreation to provide an online database of coaching cardholders that have completed the background check process and have been approved to coach in the county. Next to the

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# HUMAN SERVICES

The departments in the Human Services division provide comprehensive programs to the county's residents, from library services and recreational facilities to senior-adult advocacy and behavior-health counseling.

Last fall, Chesterfield County was recognized as one of the "100 Best Communities for Young People" by America's Promise – The Alliance for Youth. It was selected for its range of programs and services for youths from birth to age 21. This national recognition affirmed the county's commitment to the success of its young people.

The Department of Youth Planning and Development and Chesterfield County Public Schools collaborated with the Regional Drug-Free Alliance to host the first regional youth summit for eighth- and ninth-grade students. The department also assisted Substance Abuse Free Environment Inc., or SAFE, in receiving \$99,000 from the federal Drug-Free Communities program. The funds will be used to hire a director and to support initiatives to prevent and reduce youth drug, alcohol and tobacco use. The department also partnered with SAFE and other organizations to conduct a youth-needs assessment. The survey results will be used to plan programs to address youth challenges.

The Office of the Senior Advocate received an Achievement Award from the National Association of Counties for its Partnership for Successful Aging, which promotes collaborative efforts to strengthen and expand services to older adults. The office also partnered with the Chesterfield Council on Aging, Lifelong

Learning Institute, Shepherd's Center of Chesterfield and the Senior Center of Richmond at Chesterfield to present two legislative forums on aging issues. Working with the Department of Social Services, Adult Protective Services established the Adult Protection Interagency Task Force, which developed a system that provides mental-health services for older adults.

The Department of Social Services focused on better meeting the needs of Spanish-speaking residents. Spanish classes were taught to staff to help them communicate with customers. An outreach program was begun that provides a bilingual staff members in key Hispanic communities to educate residents about the department's programs and services. Social Services also provided the outreach services to senior adults. The department was selected to test a pilot program for children in the foster-care system called Concurrent Permanency Planning, which is the basis for a statewide program.

Mental Health Support Services opened the new Chester House building in November. The program helps adults with persistent mental illness learn job skills and self-sufficiency, and provides them with social opportunities. The department also launched the Network of Care for Behavioral Health Web site, an online information resource about mental-health issues. The site may be accessed from a link at chesterfield.gov. Service Coordination, a division of Mental Health Support Services, sponsored events to enable families to be leaders in the design of community mental health programs. As a result, an advocacy

campaign developed by a customer group was recognized by the Virginia Association of Community Services Boards and the Virginia Association of Retarded Citizens.

The Health Department responded to the influenza-vaccine crisis with the use of staff emergency response training and the county's Incident Command System. Using vaccines supplied by the Centers for Disease Control, three clinics were held that provided the vaccine to 1,000 people and another "drive-through" clinic provided shots to 2,600 people. The department's Child Health Team focused on transition from direct patient care to child-health consultation. The team still provides services such as checkups, physicals and immunizations, but it also works with day-care facilities and child-care organizations teaching them how to recognize and address health problems, improve vaccination levels, and develop emergency plans.

The Office of Comprehensive Services for At-Risk Children moved to a new location at 9854 Court Square, Suite 200, making it more accessible to customers. Staff also developed a tool to measure the program's effectiveness and its levels of customer service. The program assisted with coordination of the Youth Services Resource Day. Comprehensive Services also continued to support 10 foster homes through a pilot program that encourages the placement of teenagers, and it promoted quality guidelines for privately contracted services that were adopted by the State Executive Council.

A team from Community Corrections Services crafted a Criminal Justice Plan



for Chesterfield County and Colonial Heights. The plan, which was endorsed by the Community Criminal Justice Board, identifies the top goals for the next three years. Through a joint effort from Community Corrections Services and Juvenile Probation, staff received motivational-interviewing training, which is a cognitive behavioral approach to corrections and counseling. The department also benchmarked with Washington, D.C., and four Virginia localities' pretrial release programs. The visits resulted in improvements in the services delivery.

Juvenile Court Services continued its successful First Offender Program and retooled its diversion programs to compensate for the loss of \$1.4 million in state and federal funds and the loss of 12 positions during the last two years.

Juvenile Detention Home staff developed a post-dispositional program that addresses the needs of juvenile offenders without sentencing them to a state institution. Staff also implemented a free hepatitis-inoculation program aimed at high-risk juveniles who either missed or didn't have access to prior vaccinations.

In August, an internal evaluation of the Chesterfield County/Colonial Heights Juvenile Drug Court program resulted in several improvements. The program participated in four community service projects, including the Youth Resource

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## MANAGEMENT SERVICES CONTINUED FROM PAGE 4

cardholder's name is the expiration date of the card to improve the safety and welfare of youths active in recreational sports.

The License Inspection Department ensured and enforced proper licensing of vehicles, businesses and professionals within the county. License Inspection generated revenue of \$3.1 million for fiscal 2005.

The Accounting Department earned the Government Finance Officer's Association Certificate of Achievement for Excellence in Financial Reporting for the 24th consecutive year. GFOA is a professional association of state, provincial and local finance officers in the United States and Canada.

The Environmental Management and Security Department worked with employees on processes to reduce adverse

environmental impacts within the county. It is a goal of the department to maintain compliance with all state and federal environmental regulations, as it is to follow two of the county's strategic goals, "to be responsible protectors of the environment," and "to be the safest and most secure community."

The Treasurer's Office took the lead in recommending and helping to eliminate the requirement to display county vehicle decals. This will provide greater convenience to residents and provide streamlined payment processing for the office.

In April, the General Registrar of Chesterfield County purchased 70 optical-scan voting machines to replace the punch-card voting system that had been used in the county since 1984.

Chesterfield County was the first county in Virginia to upgrade to the

optical-scan system. The Registrar's Office also purchased AutoMark Voter Assist Terminals for disabled voters.

Chesterfield County's Circuit Court Clerk's Office was most recently selected by the National Center for State Courts to serve as host to a delegation comprised of judges, attorneys and court executives from the Island of Haiti.

The Circuit Court Clerk's Office also made enhancements in technology to improve their services, including the conversion of all land records dating back to 1749, when the county was created. This has resulted in a digital database consisting of seven million land records. Digital indices to land records are now available back to 1931 with plans to convert all indices within 12 months. This digital index, once completed, will be one of the most expansive in the state.

The Commissioner of the Revenue's

Office had two major accomplishments in 2005. The first was the reduction of the professional-services-business-license tax rate. The business license tax rate for professionals in 2005 was 32 cents per \$100 of gross receipts. For 2006 the rate is 20 cents per \$100 of gross receipts, a 37 percent decrease.

The second was an increase in qualification levels for real estate tax relief for the elderly and disabled. The program provides for a scaled reduction or elimination of the real estate tax for elderly and permanently disabled homeowners. The income limit for 2005 was \$47,200 and will be \$49,600 in 2006. The net worth limit for 2005 was \$109,100 and will be \$139,100 in 2006.

The Commissioner of the Revenue's Office also increased the land exclusion net worth to 10 total acres from one acre.

# PUBLIC SAFETY

Chesterfield County was fortunate not to have to deal with a natural disaster at home in 2005, but emergency personnel did travel to the Gulf Coast to provide relief following Hurricane Katrina.

The Department of Fire and Emergency Medical Services deployed 26 employees to the Gulf Coast, and the Police Department deployed 34 employees. The deployments occurred from September through November.

Making the southerly trip with some of those personnel was the county's new Mobile Command Center. Unveiled last fall, the unit resembles an RV but is equipped with the latest in public safety communications technology. The Mobile Command Center greatly enhances the county's emergency operations. With its own computer server, satellite Internet connectivity, a secure connection to the county's computer network and nine PC workstations, the rolling center enables personnel to function in the field as if they were in their regular offices. The unit can operate in remote locations round-the-clock and is one of the most advanced units of its kind in the nation.

The Virginia Department of Emergency Management had received a request from the Louisiana State Police for the unit and personnel. Chesterfield County authorities worked with the Virginia Emergency Operations Center to establish appropriate coverage of the county during the deployments.

On the home front, construction continued on the county's replacement jail, which the Sheriff's Office is preparing to operate this spring. The jail that it is replacing was originally built in the 1960s. While most of the old jail will be razed, an addition built in the early 90s will be attached to the new facility. The new 86,000-square-foot facility is approximately four times the size of the old one. It's equipped with 154 beds, with capability to double that capacity. The facility's security and other systems make the new jail one of the most state-of-the-art buildings in the county.

The Sheriff's Office continued to provide excellent security service at both the old jail and all of the county's court facilities in 2005. Approximately 604,000 people entered county court facilities during the year, and deputies oversaw an average daily inmate population of 316. Deputies also served more than 90,000 civil process papers. The Sheriff's Office currently has 280 employees, including 252 sworn and 28 civilian

employees. Thirty-six new sworn

positions were added to accommodate the replacement jail and an increased workload.

The Sheriff's Office provided more than 700 hours of community service programs to more than 11,400 residents. The Sheriff's Office also raised \$19,200 for Special Olympics, provided Digital Child Identification kits for more than 1,200 children, and provided outreach to several senior citizens in need, monitoring their well-being weekly.

The Police Department handled 124,337 calls for service. The department has 433 sworn employees and 99 civilian employees. The department added 30 officers to its ranks. The department achieved a 45 percent case clearance rate for Group A offenses – closing cases relating to the most serious crimes.

Animal Control, a division of the Police Department, handled 9,497 calls for service, conducted 5,433 animal impoundments, oversaw 2,338 animal adoptions, and returned 881 lost animals to their owners. The division continued its efforts to address animal neglect and cruelty through public education and law enforcement, as well as continued to

provide excellent community outreach. Ten part-time child safety officers taught a combined 5,132 lessons to elementary school students, reaching about 25,000 students with the department's Success Through Education and Proactive Policing program, also known as STEPP.

The division's Project Livesaver program included 30 participants. The program offers specially designed wristbands that are worn by people who have Alzheimer's disease and other disorders that may cause them to become disoriented and possibly wander. During one search, an autistic child wearing one of the wristbands was safely located in about seven minutes.

The division also helped neighborhoods maintain 320 Neighborhood Watch programs. A similar Business Watch program includes 487 county businesses that regularly receive crime summaries and alerts.

Forty-three people graduated from the Police Department's Citizens Academy, and another 15 graduated from its Senior Citizens Academy. The academies teach participants about how the department operates and how law enforcement

professionals go about solving and preventing crimes.

The Police and Fire and EMS Departments teamed to hold a Cadet Safety Camp that taught about 40 youths important safety information while encouraging their leadership in helping to spread that information to other young people. Another camp is planned for this year and will include the assistance of the Sheriff's Office.

The Department of Fire and EMS responded to 28,916 calls for service, which included 6,920 fire calls and 21,996 calls for emergency medical services. Chesterfield County volunteer rescue squads responded to 7,439 calls. Volunteer fire units handled 1,975 calls. The Fire and EMS Department currently has 459 full-time employees and 18 part-time employees.

The department opened the Courthouse Road Fire and Rescue Station (No. 20) last spring. The next new station is planned for the the southern portion of Harrowgate Road. The department's Fire and Life Safety Division conducted about 700 educational programs that reached about 29,000 people. Stations throughout the county conducted 478 additional programs.

The county's Emergency Communication Center is responsible for handling 911 calls. The ECC handled 694,190 calls in 2005, including calls coming into and



leaving the center. Emergency communications officers dispatched responses for 162,750 calls. ECC personnel handled an average of 1.32 calls per minute.

The ECC earned Public Safety Answering Point accreditation from the Virginia Office of Emergency Medical Services. The accreditation recognizes the ECC staff's ability to provide emergency medical dispatching, or providing critical medical information to callers until emergency personnel arrive.

The ECC established a career development program for its personnel that offers incentives for acquiring skills beyond required training for emergency communications officers.

The ECC also established radio "interoperability" between the county's public-safety personnel and the Powhatan County Fire Department and Sheriffs Office. This enables responding units in both jurisdictions to talk directly, without the need to relay messages through a communications center, when coordinating mutual aid during emergencies affecting both jurisdictions.

The county's Emergency Operations Center was not activated in 2005 because there were no disasters warranting it. During disasters, such as Hurricane Isabel and Tropical Storm Gaston in past years, the Emergency Operations Center is activated and serves as the nucleus of the county's overall response to disasters. Once activated, the center remains open round-the-clock.

Though the Emergency Operations Center did not have to be activated, the county's Emergency Management Department and other public safety departments participated in continual training to stay prepared for disasters. County representatives joined those from Henrico County and Richmond to attend a weeklong Integrated Emergency Management Course conducted in Anniston, Ala. The course was conducted by the U.S. Department of Homeland Security. Participants heard lectures by experts in many fields of emergency operations and participated in multiple days of simulated exercises.

The Emergency Management Department also planned and conducted two terrorism response exercises under the county's Emergency Operations Plan.



COURTESY OF TECHNICAL SERVICES UNIT

**County emergency personnel worked with Gulf Coast authorities to provide helping hands to Hurricane Katrina victims, including man's best friend.**

promote the importance of spaying or neutering pets.

The Police Department currently is negotiating for leased space to open a satellite station in the Route 360 west corridor, with a plan to build a permanent 360 West Station within a couple of years. The department also is constructing a new Property and Evidence Building in the government complex. The building will enable the department to store property and evidence under one roof and will provide a more user-friendly operation.

The Police Department's Support Services Division, which focuses on crime prevention and child safety, continued to



# BUDGET

Chesterfield County takes pride in its reputation for solid financial performance. For the 22nd consecutive year, the Budget Department received the Government Finance Officers Association award for Distinguished Budget Presentation. This award is just one indicator of the county's adherence to a policy of financial responsibility and integrity. The county also benefits financially from a credit rating of AAA on outstanding general obligation bonds from each of the three major rating agencies. Fewer than 25 county governments nationally have received this designation, the highest rating possible. Lower interest rates on debt are just one of the benefits that the county receives based on this rating.

The budget process reflects the same quality focus that residents have come to expect in Chesterfield County. In April 2004, the Board of Supervisors adopted the county's first two-year, or biennial, budget and approved the spending plans for fiscal 2005-06.

Last year, the development of the second-year budget was more efficient and streamlined. In April 2005, the board approved amendments to the plan that had been approved the previous year. A biennial budget has several advantages, including improved financial management, improved strategic and long-range planning, and reduced staff time for budget development in the second year. Chesterfield County is one of only a few localities that have initiated this process. The county currently is in the process of developing the biennial budget for fiscal 2007-08.

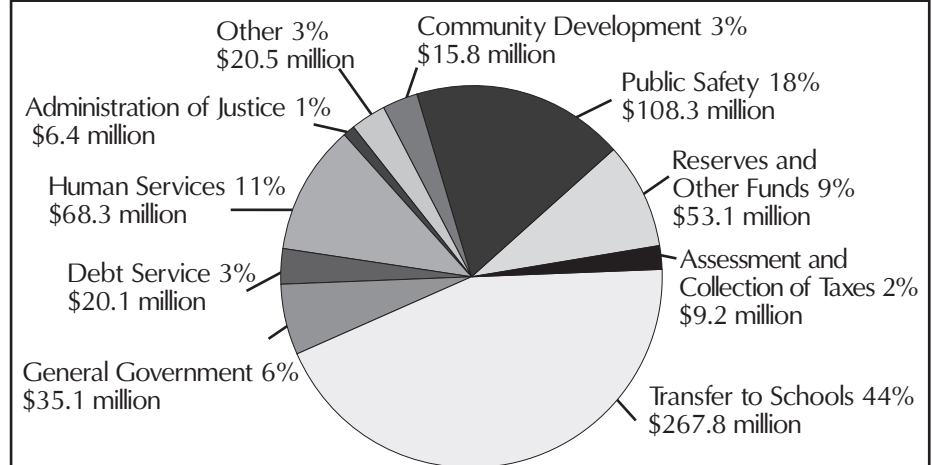
The fiscal 2006 budget, which runs from July 2005 through June 2006, is \$953.9 million. The two largest components of the budget are the county's general fund and school fund. The general fund budget is \$604.6 million, and the school fund is \$500.5 million. The Board of Supervisors adopts the budget every April. In order to obtain citizen input, constituent meetings are held in each magisterial district in

February and March, during which the Financial Plan and Capital Improvement Program are reviewed. A public hearing also is scheduled in March of every year in the Public Meeting Room of the Chesterfield County Administration Building. These meetings are advertised in local newspapers or on the county's Web site at [www.chesterfield.gov](http://www.chesterfield.gov). (A schedule of the Board of Supervisors' and budget meetings is located on Page 4.) The details of the general fund budget are presented in the graphs to the right.

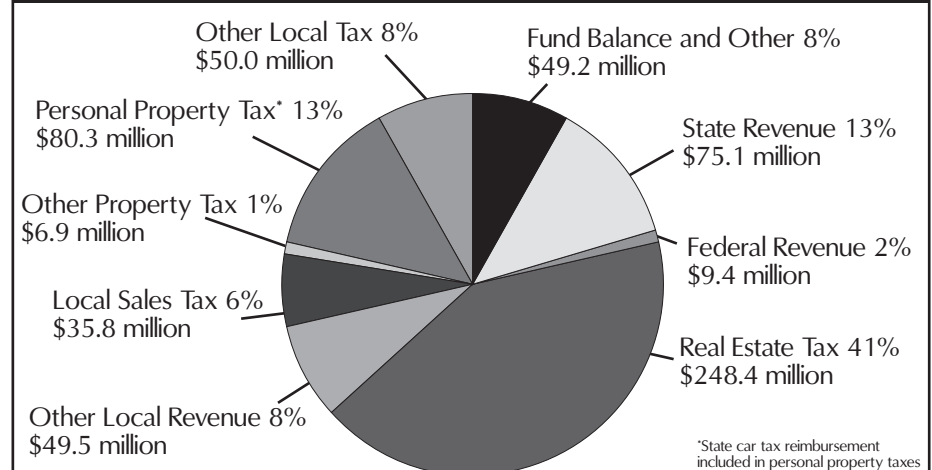
The budget also includes a six-year (2007-12) Capital Improvement Program, or CIP, of \$674.7 million. The program consists of county improvements, \$248.8 million; school improvements, \$303.6 million; and utilities improvements, \$122.3 million. The program outlines an efficient, effective and equitable distribution of public improvements. The Board of Supervisors has established education and public safety as the main priorities in the CIP. The plan balances finite resources with the ever-increasing number of competing priorities, while remaining consistent with the county's Strategic Plan. The CIP maintains the county's strong financial position, proposes affordable service enhancements, including an emphasis on improvements to aging facilities, and presents to county residents a broad range of capital facilities necessary in a FIRST CHOICE community.

In November 2004, voters overwhelmingly approved all five bond referendum questions on the ballot, with approval ratings of 77 percent or higher. The referendum, which totaled \$341.7 million, is being used to fund capital improvements throughout the county, including five new schools, 13 renovation or addition projects and major maintenance projects. When state budget shortfalls placed many needed road projects on hold, citizens approved \$40 million worth of countywide road improvement projects to address those

## FY2006 Budget — General Fund Expenditures \$604.6 million



## FY2006 Budget — General Revenues \$604.6 million



needs. The county also will continue to seek its customary federal and state funds to supplement some of these projects. The 2004 referendum, like the one in 1996, did not result in a tax-rate increase due to the county's financial and debt management policies, which incorporate spending plans for both capital projects and debt service. These plans provide sufficient funds to repay the bonds without a tax-rate increase. The bonds from this referendum will be issued over seven years beginning in 2005.

County administration and the Board of Supervisors continue to guide the county effectively with a strong commitment to quality, values, ethics and principles. Input and participation from citizens is something that the county's leadership values and encourages, and county officials always are willing to share knowledge and successes with other communities. The county has received positive feedback from residents on its fiscal policies as it continues to strive to be "exemplary stewards of the public trust."

## HUMAN SERVICES CONTINUED FROM PAGE 5

Discovery Day. Staff also developed standards for juvenile and adult drug courts. The standards were approved by the Virginia Supreme Court Drug Court Program.

The Public Library's circulation of library materials continues to grow each year. Staff worked with the Friends of the

Library to develop a strategic plan and a memo of understanding. Friends has committed \$30,000 annually to sponsor library programs. Staff also were trained in a new approach to customer service.

Last summer, the Parks and Recreation Department broke ground on the Government Center Trail project, a six-mile walking trail that winds through the county's government complex. The trail is

completed from the Smith-Wagner Building on Government Center Parkway to Krause Road, and the entire loop will be completed this spring. The Parks and Recreation Advisory Commission and department staff implemented a new volunteer-recognition program in which outstanding community volunteers have been presented with resolutions from the Board of Supervisors and recognized on

five Hall of Fame monuments located throughout the park system. The department also assisted Henricus Historical Park and the Department of General Services with the reconstruction of Mounty Malady, the first hospital in the New World. The facility, which is located at Henricus, is available for historical interpretation as well as rental for private and public functions.

# ADMINISTRATION

County Administration departments reported an impressive list of accomplishments in 2005. These departments include Quality, Budget, Clerk to the Board, Intergovernmental Relations, the County Attorney's Office, Human Resource Management, Chesterfield University, Public Affairs and the County Administrator's Office.

The county made significant refinements in its approach to quality. In the spirit of continuous improvement, the county took its quality effort to a higher level, resulting in an updated system that incorporates the nationally recognized Baldrige criteria into a systematic approach of integration, communication and business results.

Within the quality system, customer service remains the primary focus. In keeping with the goal of providing "world-class customer service," new countywide customer service standards replaced existing guidelines. A Hispanic liaison position was created in Public Affairs, supporting all county departments, courts and other agencies by serving as the central contact to assist a growing Hispanic population.

The county's Strategic Plan was a priority this year. The vision, mission, values and guiding principles, as well as the goals, objectives and measures, were re-evaluated and a plan was created to guide the county for the next four years.

During the past year, the Budget and Management Office dedicated significant resources to assist with the implementation of a new financial system, In Focus. This system will improve the

efficiency of financial transactions, enable departments to better manage their budgets and expand financial-reporting capabilities. The second year of the biennial budget was approved and staff is working on the budget for fiscal years 2007-08. Staff teamed with the Quality Office to provide training on developing strategic plans and meaningful performance measures to support the county's strategic goals. The department was instrumental in the establishment of the Powhite Parkway-Charter Colony Parkway Service District, which will ultimately provide funds for the construction of an interchange in this area. The department also helped develop guidelines for evaluating potential Community Development Authorities for the construction of public infrastructure.

The Clerk's Office implemented process improvements based on feedback received from both internal and external customers. The results of a recent survey showed an overall 85 percent satisfaction rating and an 89 percent satisfaction rating regarding the services provided on the Web at [chesterfield.gov](http://chesterfield.gov) and on the county's internal intranet site.

Intergovernmental Relations continues to improve processes that increase efficiency in the legislative process. Staff promoted the county's legislative priorities and addressed state budget issues during the 2005 Virginia General Assembly. Orientation sessions were held for two new members of the county's legislative delegation.

The County Attorney's Office

successfully defended the county's invocation policy in three federal courts, including the U.S. Supreme Court. This decision has become the leading case in the country in defining how invocations are to be given before legislative bodies. The office has a noteworthy record of successes and continues to have the lowest per capita cost of any large jurisdiction in Virginia for defending cases.

This year, the Talent Management Program received the President's Award from the Virginia Municipal League or VML. Chesterfield County was selected for the award because of the model it created, which annually assesses and develops employees for advancement. The program develops an inventory of education, work history, strengths and weaknesses and career goals for identified county leaders. This will be used to prepare the county for future workforce changes. This unique approach is serving as a model for other local governments.

Chesterfield University, which became a separate office within the Administration division last year, completed its first annual report demonstrating its value in providing online and instructor-led learning opportunities for employees.

According to Thomas Jefferson, providing information is one of the most legitimate purposes of government. Timely, accurate and effective communications are the priority in Public Affairs. The department focuses on developing a family of informational products, including television program-

ming, citizen newsletters, press releases, Board of Supervisors newsletters, employee newsletters, brochures and other products that inform and educate the public. These products relate to one or more of the county's strategic goals, and show how the county is working to accomplish them.

The County Administrator's Office was involved in several major initiatives during the year. Staff assisted the chairman of the board in hosting the first-ever community information session on "Cash Proffers and Tools Needed to Meet Chesterfield County Needs," which was attended by more than 100 county residents and business representatives. The session focused on the history, use and future of cash proffers, growth management strategies, infrastructure needs and the availability of affordable housing. In addition, the Committee on the Future, a permanent citizen body appointed by the board and supported by Administration staff, completed its sixth report, entitled Green Infrastructure: Protecting Resources for Future Generations. The report offers nine recommendations to address current and future challenges. Administration staff also provided leadership and direction for the 22nd annual conference of the National Forum for Black Public Administrators, which was held in Richmond and attended by more than 1,000 national and international public officials. The office also improved its rating for providing initial responses to citizen inquiries within 10 days from 95 percent to 98 percent between 2004 and 05.

## CHESTERFIELD COUNTY IS COMMITTED TO KEEPING ITS RESIDENTS INFORMED ABOUT ISSUES AND SERVICES THAT AFFECT QUALITY OF LIFE. COMMUNICATION EFFORTS INCLUDE:

**The Community Weekly** — A private publication, The Community Weekly provides the county space for a weekly citizen newsletter produced by Chesterfield County's Department of Public Affairs.

**Community Connections** — This Board of Supervisors newsletters is included twice a year in The Community Weekly.

**Comcast Television Programming** — Chesterfield Matters, hosted by the chairman of the Board of Supervisors, airs Thursday nights at 8 p.m. on channel 17. Chesterfield Live! airs the third Monday of the month, from 7-7:30 p.m. on channel 17.

Chesterfield Spotlights focus on upcoming events or other newsworthy items and air throughout the month on channel 26.

**chesterfield.gov** — Find detailed information at [chesterfield.gov](http://chesterfield.gov). A service called Gateway Chesterfield helps regular Internet users navigate easily through the Web site. Users

also may sign up to receive information and updates automatically. State-of-the-art security technology and a strict privacy policy protect information. Also look for the answers to frequently-asked questions under Facts and Information.

**Fact Sheets** — These form a packet of information about taxes, parks and recreational facilities, libraries, public safety and other matters. It is mailed to residents upon request.

**Parks and Recreation Program Guide** — It outlines seasonal activities.

**Brochures and flyers** — The Historical Society, Henricus Historical Park, Dutch Gap Conservation Area and county departments offer such items containing specific information.

**Spanish services** — The Office of the Hispanic Liaison is located in the County Administration Building at 9901 Lori Road, Room 500, to provide assistance to Hispanics. Translation services are provided

by calling 796-7085 or e-mailing [santacolomaj@chesterfield.gov](mailto:santacolomaj@chesterfield.gov). Chesterfield al Día, a news and information program in Spanish, is shown on Comcast Cablevision's channel 17 every Monday at 8 p.m. Information also is available in Spanish on the county's Web site at [chesterfield.gov](http://chesterfield.gov).

**The Emergency Communications Center** — The interpretation of about 140 languages is provided round-the-clock by phone.

**Citizens Answer Line, 751-INFO (4636)** — This automated information line answers questions most often asked by residents. For a brochure, please call 748-1161.

**County Administrator's Response System, CARES, 748-1022** — This rapid response system receives and processes concerns and compliments from citizens.

**Main County Number, 748-1000** — Operators assist callers and direct inquiries to the appropriate department.

## CHESTERFIELD COUNTY VISION

Our vision is to be the recognized leader of local government across the commonwealth and the nation — the standard by which others measure their progress and success. Every employee has a personal devotion to excellence in public service and embraces the highest standards of ethics and integrity. Every citizen takes pride in knowing that the county provides the best customer service and highest quality of life available in any American community. And, working together, we are committed to sustaining Chesterfield County as the premier community of choice — FIRST CHOICE.

**County Administrator** — Lane B. Ramsey

**Director, Public Affairs** — Don Kappel

**Assistant Director** — Chris Ruth

**Public Affairs Officers** — Sandy Adkins, Dave Goode, Rodney Macklin

**Hispanic Liaison** — Juan Santacoloma

**Public Affairs Specialists** — Laura Beck, MaryBeth Henry, Nancy Priddy, Debbie Wrenn

**Administrative Secretary** — Janna Dougherty

Please direct all correspondence to: Department of Public Affairs, P.O. Box 40, Chesterfield, Va. 23832. Phone: (804) 748-1161 Fax: (804) 748-7609 [chesterfield.gov](http://chesterfield.gov)